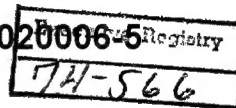




DEPARTMENT OF DEFENSE  
INDUSTRIAL COLLEGE OF THE ARMED FORCES  
WASHINGTON, D.C. 20319



DTR-9550

ICG

25 JAN 1974

Honorable William E. Colby  
Director, Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Colby:

The Industrial College has again been authorized by the Joint Chiefs of Staff to offer a limited number of civilian positions in its student class next year to executives from the various departments and agencies of the Federal Government. We value very highly the participation by agencies like yours which these positions make possible, and only regret that the number is so small.

It is a pleasure to invite you to nominate one candidate from your Agency to attend the College during the 1974-1975 academic year.

To assist you in the selection of personnel to attend the course, our profile of a strong candidate is set forth in Attachment #1, showing the criteria which the College recommends as a guide for selection of its civilian students. These criteria have been carefully framed on the basis of long experience, with a view to bringing us civilian students who not merely meet our formal course requirements but who can derive maximum benefit from their ten-months' participation in our program.


The operative word here is participation. A key part of the learning process at the College is the exchange of ideas, knowledge, and experience among 180 individuals, military and civilian, representing many agencies and functional activities. What gives this exchange direction and meaning is the common ground, shared by all students, of interest, experience, and career potential pointed toward future high-level positions of trust in the national security structure. For civilian students, we feel it is especially important that each nominee be an individual already earmarked by his agency as one of the career executives expected to guide its fortunes in future years.

Registration for the 1974-1975 academic year is scheduled for 19 August 1974. We would appreciate your furnishing the nomination by 15 March 1974 to include a personal history of sufficient substance to permit evaluation of the nominee. Clearance for access to Top Secret information is required.

ICG  
Honorable William E. Colby

I am enclosing a copy of our current catalogue which describes our program in some detail. If you have any questions, I would be pleased to discuss them with you. I believe the participation of your Agency in our program will be mutually beneficial to all concerned, and I look forward to the association.

Sincerely,



WALTER J. WOOLWINE  
Lieutenant General, USA  
Commandant

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CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES OF  
THE DEPARTMENT OF DEFENSE FOR ATTENDANCE AT  
THE JOINT COLLEGES

1. The opportunity of having civilian employees attending the joint colleges affords the Department of Defense (DoD) another means of assuring that key civilian personnel are properly equipped to carry out responsible duties in the Department. It is important that the necessary time and attention, including the endorsement of the candidate by a high-level committee, be devoted to the selection of nominees for this purpose, if the Department is to take full advantage of this opportunity. In the selection, the following criteria will be observed:

a. The employee must have an appointment without time limitation and must have a competitive status if employed in the competitive service.

b. The employee selected for the National War College or the Industrial College of the Armed Forces must occupy a position in grade GS-15 or above. In a few instances, employees in grade GS-14 who have demonstrated an exceptionally high potential for advancement may be considered for selection. The employee selected for the Armed Forces Staff College must occupy a position in grade GS-12 or above.

c. Normally, the employee should be in the age bracket of:  
(1) 35 to 45 years for the National War College and the Industrial College of the Armed Forces; and (2) 30 to 40 years for the Armed Forces Staff College.

d. The employee must have demonstrated a potential for higher level responsibilities in the DoD.

e. The employee must have arrived at a point in his career development where the specific educational opportunity offered by each of the colleges is appropriate and desirable for his future development within the DoD. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the college's program to his development.

f. Because of the extremely broad scope of the college courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantial fields, to master complex subject matter quickly, and to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning.

g. One of the learning techniques used by the colleges is small group activity. Employees nominated for attendance at one of the colleges should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process.

h. The employee should possess the educational background, maturity, and poise to meet on an equal footing with the other military students (Army, Air Force, and Marine colonel and lieutenant colonels, and Navy captains and commanders at the National War College and the Industrial College of the Armed Forces; Army and Marine Corps lieutenant colonels and majors, Air Force majors, and Navy lieutenant commanders at the Armed Forces Staff College) and civilian students of equivalent rank. Possession of a bachelor's degree or its equivalent had been found to be the normal minimum.

i. The employee must have or be able to obtain clearance for access to Top Secret information.

j. The employee must desire to attend the college.

k. In order for the DoD to profit by the investment in personnel who take a course at one of the colleges, only employees who are expected to be available for further service in the DoD upon completion of the course should be nominated. Therefore, an employee nominated for the course must be willing, if selected, to agree to remain with the DoD for a period of not less than 3 years upon completion of the course, or for such a portion of this 3-year period as his services may be required.

1. Deviations from these criteria may be made only in exceptional cases if it is considered to be in the best interests of the DoD, and then only upon approval of head of the DoD component concerned, or his designee for this purpose.

2. In addition to meeting the criteria in 1. above, employees nominated for the National War College must hold a position in, or be associated with or earmarked for association with, an activity in which knowledge of one or more general subjects, such as international affairs, the relation of military policy to foreign policy, military planning, intelligence, joint activities of the Armed Forces, or the general structure and organization of the DoD and other security agencies of the Government, is important.

3. In addition to meeting the criteria in 1. above, employees nominated for the Industrial College of the Armed Forces must hold a position, or have been selected for a later assignment to a position, which entails considerable decisionmaking responsibility in the management of national security resources, including the related economic, social, political, environmental, technological, administrative, and military factors. Further, the employee's position should require him to have an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.

EXECUTIVE SECRETARIAT

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI				
3	S/MC				
4	DDS&T				
5	DDI				
6	DDM&S				
7	DDO				
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12	IG				
13	Compt				
14	D/Pers				
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17	Asst/DCI				
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SUSPENSE		11 March Date			

Remarks:

*No proper response for DDCI  
signature & full name  
via DDM&S.*

Executive Secretary